

**BOARD OF COUNTY COMMISSIONERS
AGENDA ITEM SUMMARY**

Meeting Date: October 19, 2005

Division: County Administration

Bulk Item: Yes X No

Department: County Administration

Staff Contact Person Debbie Frederick

AGENDA ITEM WORDING:

Approval of Professional Services Agreement with Carroll Consulting, Inc. for organizational and management consulting services.

ITEM BACKGROUND:

Monroe County government has embarked on their quest to establish itself as a leader in organizational performance excellence. Carroll Consulting, Inc. shall be responsible for the development and implementation of the Sterling core competencies throughout all departments within the government of Monroe County. The Sterling process is estimated to be a four year process; however, this is an aggressive schedule and an extension to the timeframe may be necessary at a later date.

PREVIOUS RELEVANT BOCC ACTION:

At its meeting on September 21, 2005, the Board approved an Agreement with Carroll Consulting for Phase I of the process covering the period through September 30, 2005.

CONTRACT/AGREEMENT CHANGES:

N/A

STAFF RECOMMENDATIONS:

Approval.

TOTAL COST: \$197,975-FY 2005 **BUDGETED:** Yes X No
(\$537,512 – Total cost through FY 2009)

COST TO COUNTY: \$197,975-FY 2005 **SOURCE OF FUNDS:** Ad Valorem
(\$537,512 – Total cost through FY 2009)

REVENUE PRODUCING: Yes No X **AMOUNT PER MONTH** **Year**

APPROVED BY: County Atty X OMB/Purchasing X Risk Management X

DIVISION DIRECTOR APPROVAL: Thomas Willi
Thomas J. Willi

DOCUMENTATION: Included X Not Required

DISPOSITION: **AGENDA ITEM #**

MONROE COUNTY BOARD OF COUNTY COMMISSIONERS

CONTRACT SUMMARY

Contract with: Carroll Consulting, Inc. Contract #
 Effective Date: 10/01/05
 Expiration Date: 09/30/06

Contract Purpose/Description:
Approval of Professional Services Agreement with Carroll Consulting, Inc.
State of Florida Vendor Agreement #973001001.

Contract Manager: Debbie Frederick 4741 Co. Admin./Stop #1
 (Name) (Ext.) (Department/Stop #)

for BOCC meeting on 10/19/05 Agenda Deadline:

CONTRACT COSTS

Total Dollar Value of Contract: \$ 197,975 Current Year Portion: \$
 Budgeted? Yes ☒ No ☐ Account Codes: 001-5100-5130-1010-05001
 Grant: \$
 County Match: \$

ADDITIONAL COSTS

Estimated Ongoing Costs: \$339,537 thru For: To complete all phases of the Sterling
FY 2009. /yr process.
 (Not included in dollar value above) (eg. maintenance, utilities, janitorial, salaries, etc.)

CONTRACT REVIEW

	Date In	Changes Needed	Reviewer	Date Out
Division Director	<u> </u>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<u>D. Frederick</u>	<u>10/14/05</u>
Risk Management	<u>10/14/05</u>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<u>M. Shaul</u>	<u>10/14/05</u>
O.M.B./Purchasing	<u>10/14/05</u>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<u>X. Blalock</u>	<u>10/14/05</u>
County Attorney	<u>10/20/05</u>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<u>S. H. H.</u>	<u>10/13/05</u>

Comments:

**PROFESSIONAL SERVICES AGREEMENT BETWEEN
MONROE COUNTY
AND**

CARROLL CONSULTING INC

Contract # _____

THIS AGREEMENT is made this ____ day of _____, 2005, between Carroll Consulting Inc., a Florida corporation, (hereinafter the "Consultant"), and **Monroe County, FLORIDA**, a political subdivision of Florida, (hereinafter the "County").

WHEREAS, the Consultant and County, through mutual negotiation, have agreed upon a scope of services, schedule and fees for fiscal year 2006 through fiscal year 2009.

WHEREAS, the County desires to engage the Consultant to perform the services specified below.

NOW, THEREFORE, in consideration of the mutual covenants and conditions contained herein, the Consultant and the County agree as follows.

1. **Scope of Services/Deliverables.**

1.1 The Consultant shall furnish professional management consulting services for the County as set forth in the Scope of Services for the Project as specified in Exhibit "A" for Services attached to this Agreement.

1.2 The "Scope of Services" includes a Project Schedule for the Project which includes a breakdown of tasks, timeline and deliverables to the County.

2. **Term/Commencement Date.**

2.1 This Agreement shall be effective October 1, 2005, and shall continue in effect through September 30, 2009, unless earlier terminated in accordance with Paragraph 8.

2.2 Consultant agrees that time is of the essence and Consultant shall complete each deliverable for the Project within the timeframes set forth in the Project Schedule, unless extended by the County Administrator.

3. **Compensation and Payment.**

3.1 The Consultant shall be compensated in the amount of \$537,512.00 including all travel and per diem expenses for all Consultant staff.

- 3.2 The Consultant shall invoice the County quarterly on the basis of percentage of completion of the project. The fiscal year breakdown of the cost of services is listed below and dependent upon annual funding appropriations by the Board of County Commissioners.

Fiscal Year	Total Amount
2005-2006	\$ 197,975.00
2006-2007	\$ 137,600.00
2007-2008	\$ 121,625.00
2008-2009	\$ 80,312.00
Total	\$ 537,512.00

- 3.3 The County shall pay Consultant in accordance with the Florida Prompt Payment Act.

- 3.4 Sufficient documentation is required to be provided with the invoice to show that the invoiced services have been provided. The County Administrator may direct the Clerk to withhold any invoice amount which is disputed by the County Administrator, and direct payment of only the undisputed portion. In the event of a payment dispute between the County Administrator and the Contractor, the representatives shall meet and confer and, thereafter, the Administrator's decision as to the amount which he disputed shall be final. The Clerk shall follow the Florida Prompt Payment Act and accounting and audit requirements of the County with respect to any other payment issues

4. **Sub Consultants.**

- 4.1 The Consultant shall be responsible for all payments to any sub consultants and shall maintain responsibility for all work related to the Project.
- 4.2 Any sub consultants used on the Project must have the prior written approval of the County Administrator.

5. **County's Responsibilities.**

- 5.1 Furnish to Consultant, at the Consultant's written request, all available files and other data pertinent to the services to be provided by Consultant, in possession of the County.
- 5.2 Arrange for access to and make all provisions for Consultant to enter upon real property as required for Consultant to perform services as may be requested in writing by the Consultant.

6. **Consultant's Responsibilities.**

- 6.1 The Consultant shall exercise the same degree of care, skill and diligence in the performance of the Project as is ordinarily provided by a professional under similar circumstances. If at any time during the term of this Agreement or within one year from the completion of the Project, it is determined that the Consultant's deliverables are incorrect, defective or fail to conform to the Scope of Services of the Project, upon written notification from the County Administrator, the Consultant shall at Consultants sole expense, immediately correct the work.

7. **Conflict of Interest.**

- 7.1 To avoid any conflict of interest or any appearance thereof, Consultant shall not, for the term of this Agreement, represent any private sector entities (developers, corporations, real estate investors, etc.), with regard to any adversarial planning issues in the County. For the purposes of this section "adversarial" shall mean any development application where staff is recommending denial or denied the application; administrative appeal or court action wherein the County is a party.

8. **Termination.**

- 8.1 The County Administrator may terminate this Agreement, with cause, upon thirty (30) days written notice to the Consultant. Cause shall be defined as failure to meet deliverables in "Exhibit A" within (15) days of planned schedule unless changed by mutual agreement of the Consultant and the County Administrator.
- 8.2 Upon receipt of the County's written notice of termination, Consultant shall stop work on the Project unless directed otherwise by the County Administrator.
- 8.3 In the event of termination by the County, the Consultant shall be paid for all work accepted by the County Administrator up to the date of termination, provided that the Consultant has first complied with the provisions of Paragraph 8.4.
- 8.4 The Consultant shall transfer all files and data pertaining to the Project to the County, in a hard copy and CD format within 14 days from the date of the written notice of termination or the date of expiration of this Agreement.

9. **Insurance.**

The Consultant shall secure and maintain throughout the duration of this Agreement insurance of such type and in such amounts as required by the County Administrator. The underwriter of such insurance shall be qualified to do business in the State of Florida and have agents upon whom service of process may be made in the State of Florida. Monroe County shall be named as a co-insured on all policies other than Worker's Compensation and Professional Liability.

- 9.1 Worker's Compensation and Employer's Liability Insurance. If applicable, coverage to apply for all employees at minimum statutory limits as required by Florida Law.
- 9.2 Comprehensive Automobile and Vehicle Liability Insurance. Motor vehicle liability insurance, including applicable no-fault coverage, with limits of liability of not less than \$1,000,000.00 per occurrence, combined single limit for Bodily Injury Liability and Property Damage Liability. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.
- 9.3 Commercial General Liability. If applicable, commercial general liability coverage with limits of liability of not less than \$1,000,000.00 per occurrence combined single limit for Bodily Injury Liability and Property Damage Liability.
- 9.4 Professional Liability. The Consultant shall furnish professional liability errors and omissions insurance coverage in an amount not less than \$1,000,000.00.
- 9.5 Certificates of Insurance shall be provided to the County at the time of execution of this Agreement and certified copies provided if requested. Each policy certificate shall be endorsed with a provision that not less than thirty (30) calendar days' written notice shall be provided to the County before any policy or coverage is cancelled or restricted.

10. **Nondiscrimination.**

- 10.1 During the term of this Agreement, County and Contractor agree that there will be no discrimination against any person, and it is expressly understood that upon a determination by a court of competent jurisdiction that discrimination has occurred, this Agreement automatically terminates without any further action on the part of any party, effective the date of the court order. County or Contractor agree to comply with all Federal and Florida statutes,

and all local ordinances, as applicable, relating to nondiscrimination. These include but are not limited to: 1) Title VI of the Civil Rights Act of 1964 (PL 88-352) which prohibits discrimination on the basis of race, color or national origin; 2) Title IX of the Education Amendment of 1972, as amended (20 USC ss. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; 3) Section 504 of the Rehabilitation Act of 1973, as amended (20 USC s. 794), which prohibits discrimination on the basis of handicaps; 4) The Age Discrimination Act of 1975, as amended (42 USC ss. 6101- 6107) which prohibits discrimination on the basis of age; 5) The Drug Abuse Office and Treatment Act of 1972 (PL 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; 6) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (PL 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; 7) The Public Health Service Act of 1912, ss. 523 and 527 (42 USC ss. 690dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; 8) Title VIII of the Civil Rights Act of 1968 (42 USC s. et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; 9) The Americans with Disabilities Act of 1990 (42 USC s. 1201 Note), as maybe amended from time to time, relating to nondiscrimination on the basis of disability; 10) Monroe County Code Ch. 13, Art. VI, prohibiting discrimination on the bases of race, color, sex, religion, disability, national origin, ancestry, sexual orientation, gender identity or expression, familial status or age; and 11) any other nondiscrimination provisions in any Federal or state statutes which may apply to the parties to, or the subject matter of, this Agreement.

11. **Attorneys Fees and Waiver of Jury Trial.**

- 11.1 In the event of any litigation arising out of this Agreement, the prevailing party shall be entitled to recover its attorneys' fees and costs, including the fees and expenses of any paralegals, law clerks and legal assistants, and including fees and expenses charged for representation at both the trial and appellate levels.
- 11.2 In the event of any litigation arising out of this Agreement, each party hereby knowingly, irrevocably, voluntarily and intentionally waives its right to trial by jury.

12. **Indemnification.**

12.1 Consultant shall defend, indemnify, and hold harmless the County, its officers, agents and employees, from and against any and all demands, claims, losses, suits, liabilities, causes of action, judgment or damages, arising out of, related to, or any way connected with Consultant's performance or non-performance of any provision of this Agreement including, but not limited to, liabilities arising from contracts between the Consultant and third parties made pursuant to this Agreement. Consultant shall reimburse the County for all its expenses including reasonable attorney's fees and costs incurred in and about the defense of any such claim or investigation and for any judgment or damages arising out of related to, or in any way connected with Consultant's performance or non- performance of this Agreement.

12.2 The provisions of this section shall survive termination of this Agreement.

13. **Notices/Authorized Representatives.**

13.1 Any notices required by this Agreement shall be in writing and shall be deemed to have been properly given if transmitted by hand-delivery, by registered or certified mail with postage prepaid return receipt requested, or by a private postal service, addressed to the parties (or their successors) at the following addresses:

For the County: Tom Willi, County Administrator
Monroe County Florida
1100 Simonton Street 205
Key West, Florida 33040

For The Consultant: Georgette B. Carroll, President
Carroll Consulting Inc.
1970 South Dixie Highway, R5
West Palm Beach, FL 33401

14. **Governing Law, Venue and Interpretation.**

14.1 This Agreement shall be construed in accordance with and governed by the laws of the State of Florida..

14.2 In the event that any cause of action or administrative proceeding is instituted for the enforcement or interpretation of this Agreement, the County and Contractor agree that venue will lie in

the appropriate court or before the appropriate administrative body in Monroe County, Florida.

- 14.3 The County and Contractor agree that, in the event of conflicting interpretations of the terms or a term of this Agreement by or between any of them the issue shall be submitted to mediation prior to the institution of any other administrative or legal proceeding.
- 14.4 County and Contractor agree that all disputes and disagreements shall be attempted to be resolved by meet and confer sessions between representatives of each of the parties. If no resolution can be agreed upon within 30 days after the first meet and confer session, the issue or issues shall be discussed at a public meeting of the Board of County Commissioners. If the issue or issues are still not resolved to the satisfaction of the parties, then any party shall have the right to seek such relief or remedy as may be provided by this Agreement or by Florida law. In the event any administrative or legal proceeding is instituted against either party relating to the formation, execution, performance, or breach of this Agreement, County and Contractor agree to participate, to the extent required by the other party, in all proceedings, hearings, processes, meetings, and other activities related to the substance of this Agreement or provision of the services under this Agreement. County and Contractor specifically agree that no party to this Agreement shall be required to enter into any arbitration proceedings related to this Agreement.

15. **Entire Agreement/Modification/Amendment.**

- 15.1 This writing contains the entire Agreement of the parties and supersedes any prior oral or written representations. No representations were made or relied upon by either party, other than those that are expressly set forth herein.
- 15.2 No agent, employee, or other representative of either party is empowered to modify or amend the terms of this Agreement, unless executed with the same formality as this document.
- 15.3 The terms, covenants, conditions, and provisions of this Agreement shall bind and inure to the benefit of the County and Contractor and their respective legal representatives, successors, and assigns.

16. **Ownership and Access to Records and Audits.**

- 16.1 All records, books, documents, maps, data, deliverables, papers and financial information (the "Records") that result from the Consultant providing services to the County under this Agreement shall be the property of the County.
- 16.2 Contractor shall maintain all books, records, and documents directly pertinent to performance under this Agreement in accordance with generally accepted accounting principles consistently applied. The County Administrator, Clerk or a designee shall, during the term of this Agreement and for a period of three (3) years from the date of termination of this Agreement, have access to and the right to examine and audit any Records of the Consultant involving transactions related to this Agreement. If an auditor employed by the County or Clerk determines that monies paid to Contractor pursuant to this Agreement were spent for purposes not authorized by this Agreement, the Contractor shall repay the monies together with interest calculated pursuant to Sec. 55.03, FS, running from the date the monies were paid to Contractor.
- 16.3 Each party to this Agreement or their authorized representatives shall have reasonable and timely access to such records of each other party to this Agreement for public records purposes during the term of the Agreement and for four years following the termination of this Agreement. The County may cancel this Agreement for refusal by the Consultant to allow access by the County Administrator or his designee to any Records pertaining to work performed under this Agreement that are subject to the provisions of Chapter 119, Florida Statutes.
- 16.4 The County and Contractor shall allow and permit reasonable access to, and inspection of, all documents, papers, letters or other materials in its possession or under its control subject to the provisions of Chapter 119, Florida Statutes, and made or received by the County and Contractor in conjunction with this Agreement; and the County shall have the right to unilaterally cancel this Agreement upon violation of this provision by Contractor.

17. **Nonassignability.**

- 17.1 This Agreement shall not be assignable by Consultant unless such assignment is first approved by the County Administrator. The County is relying upon the apparent qualifications and personal

expertise of the Consultant, and such firm's familiarity with the County's area, circumstances and desires.

18. **Severability.**

18.1 If any term or provision of this Agreement shall to any extent be held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby, and each remaining term and provision of this Agreement shall be valid and be enforceable to the fullest extent permitted bylaw.

19. **Independent Contractor.**

19.1 The Consultant and its employees, volunteers and agents shall be and remain independent contractor and not agents or employees of the County with respect to all of the acts and services performed by and under the terms of this Agreement. This Agreement shall not in any way be construed to create a partnership, association or any other kind of joint undertaking, enterprise or venture between the parties.

20. **Compliance with Laws.**

20.1 The Consultant shall comply with all applicable laws, ordinances, rules, regulations, and lawful orders of public authorities relating to the Project.

21. **Waiver.**

21.1 The failure of either party to this Agreement to object to or to take affirmative action with respect to any conduct of the other which is in violation of the terms of this Agreement shall not be construed as a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

22. **Survival of Provisions.**

22.1 Any terms or conditions of either this Agreement that require acts beyond the date of the term of the Agreement, shall survive termination of the Agreement, shall remain in full force and effect unless and until the terms or conditions are completed and shall be fully enforceable by either party.

23. **Prohibition Of Contingency Fees.**

- 23.1 The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person(s), company, corporation, individual or firm, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, gift, or any other consideration, contingent upon or resulting from the award or making of this Agreement.

24. **General Clauses.**

- 24.1 All of the privileges and immunities from liability, exemptions from laws, ordinances, and rules and pensions and relief, disability, workers' compensation, and other benefits which apply to the activity of officers, agents, or employees of any public agents or employees of the County, when performing their respective functions under this Agreement within the territorial limits of the County shall apply to the same degree and extent to the performance of such functions and duties of such officers, agents, volunteers, or employees outside the territorial limits of the County.
- 24.2 This Agreement is not intended to, nor shall it be construed as, relieving any participating entity from any obligation or responsibility imposed upon the entity by law except to the extent of actual and timely performance thereof by any participating entity, in which case the performance may be offered in satisfaction of the obligation or responsibility. Further, this Agreement is not intended to, nor shall it be construed as, authorizing the delegation of the constitutional or statutory duties of the County, except to the extent permitted by the Florida constitution, state statute, and case law.
- 24.3 No person or entity shall be entitled to rely upon the terms, or any of them, of this Agreement to enforce or attempt to enforce any third-party claim or entitlement to or benefit of any service or program contemplated hereunder, and the County and the Contractor agree that neither the County nor the Contractor or any agent, officer, or employee of either shall have the authority to inform, counsel, or otherwise indicate that any particular individual or group of individuals, entity or entities, have entitlements or benefits under this Agreement separate and apart, inferior to, or

superior to the community in general or for the purposes contemplated in this Agreement.

24.4 Contractor agrees to execute such documents as the County may reasonably require, to include a Public Entity Crime Statement, an Ethics Statement, and a Drug-Free Workplace Statement.

24.5 No covenant or agreement contained herein shall be deemed to be a covenant or agreement of any member, officer, agent or employee of Monroe County in his or her individual capacity, and no member, officer, agent or employee of Monroe County shall be liable personally on this Agreement or be subject to any personal liability or accountability by reason of the execution of this Agreement.

24.6 Section headings have been inserted in this Agreement as a matter of convenience of reference only, and it is agreed that such section headings are not a part of this Agreement and will not be used in the interpretation of any provision of this Agreement.

25. **Counterparts.**

25.1 This Agreement may be executed in several counterparts, each of which shall be deemed original and such counterparts shall constitute one and the same instrument.


IN WITNESS WHEREOF, the parties execute this Agreement on the respective dates under each signature: The County, signing by and through its County Administrator, duly authorized to execute same and by Consultant by and through its President, whose representative has been duly authorized to execute same.

Monroe County

By: _____
Dixie Spehar, Mayor

Date: _____

Approved by County Attorney for form:


Suzanne A. Hutton, Asst. County Attorney

Date: 10/13/05

CONSULTANT

By: _____
Georgette B. Carroll

Date: _____



**Letter of Engagement
Project Sterling
Exhibit A**

Introduction

Monroe County Government has embarked on their quest to establish The Florida Keys as the leader in organizational performance excellence. The ultimate goal of *Project Sterling* is to enable the Leadership to merge the principles, values and work processes into the Sterling Quality Criteria for Organizational Performance Excellence and cascade those approaches and best practices throughout the County on a continual and consistent basis. This proactive streamlined approach has been identified as critical to providing high quality and equally accessible services to all of the 81,236 city and county residents along the 220 miles of islands.

Scope

Carroll Consulting Inc. shall be responsible for the development and implementation of the Sterling core competencies throughout all departments within the government of Monroe County and the Florida Keys, and shall be responsible for all the deliverables described herein. Total hours required for each stage are based upon the number of employees and/or number of teams developed.

Key elements of establishing the organizational performance business system include:

- **Phase II – Assessing** the current processes for alignment with the 2006 Sterling criteria to identify the gaps and prioritize changes to assist the county and citizens in maximizing the effectiveness of operations.
- **Phase III – Creating Improvement Teams** through implementation of the “Knowledge Based Leadership” Program designed to enable staff, as they develop the work systems and strengthen internal capability, to close the gaps identified in Phase II.
- **Phase IV – Applying for the Sterling Award** by writing the application with the Monroe County Core Sterling Team by 2008.

As a result, Monroe County will

- Provide positive exposure throughout the community by marking progress against a world-class process based upon the Baldrige National Award for Quality – the basis for the Sterling criteria.
- Become the Leader in the State of Florida by focusing on the future and creating maximum value for citizens, employees and governmental stakeholders.
- Enhance the team-based culture focused on accountability and delivering services in an efficient manner.
- Expand the impact on customer service as the Sterling criteria uses feedback from your residents and businesses to achieve benchmark performance.
- Capitalize on the efficiency and effectiveness created through technology and streamlined processes.

The Proposed Plan**Phase II****Assessment**

Carroll Consulting Inc shall provide a group facilitation workshop with selected "Sterling Core Team Members", whose purpose is to serve as the Guidance Team and subject matter experts on each of the six criteria categories. After the initial assessment, the consulting team will recommend team members in conjunction with the County, preferably graduates of the Certified Public Manager Program, as those skills introduced in the CPM Program will be invaluable as these team members progress.

Each selected team member will represent the County throughout the process as they become capable to implement all Sterling principles of fact-based decision making in a learning environment of continuous improvement. Team member responsibilities also include attendance at a 3 day intensive understanding of the criteria and the award process; assistance in the completion of the Organizational Profile; leadership of the improvement teams in Phase III, as well as, functioning as the category lead and advisor as the 2008 Sterling Application is prepared and submitted. This process will ensure a core staff, fully trained in the Sterling criteria, which will expand the capability of the county to sustain and embed the principles of continuous improvement and organizational excellence.

The Organizational Assessment will be undertaken at the lowest level of detail to fully understand the current capability and opportunities to align the County with the criteria, and recommend those areas of highest priority to be addressed at each stage of the journey. The assessment shall include 1 to 1 ½ day meetings per category with selected staff most critical to the understanding of the current processes related to the criteria categories. These interviews, along with the staff survey results shall form the basis of the analysis.

The final report and recommendations shall be presented to the Sterling Advisory Board for review and approval prior to developing improvement teams. This process will also identify key strategic initiatives for the annual strategic planning process.

Phase III**Process Improvement Teams**

As a result of the assessment, projects shall be prioritized and selected for improvement. Teams are to be created to address each priority using the Knowledge Based Leadership © developed by the consultants which provides a process improvement methodology in support of fact based decision-making and continuous improvement (key components of the Sterling criteria). Workbooks shall be provided to all team members to facilitate learning and use of the organizational excellence tools and provide a practice field to implement the methodology while moving the County along its journey.

The number of teams will be determined by the assessment, however, it is estimated at 10-12 teams over the course of three years, requiring approximately 80 work hours per team (40 in team settings and 40 support and analysis time from the consultants). The estimated cost of the team process does not include any costs associated with equipment or consulting time to implement projects where required. Those improvements shall be presented to and approved by the Sterling Advisory Board, prior to implementing recommended action plans.

Teams shall be facilitated by consultants and led by a member of the Core Sterling Team to facilitate the transfer of knowledge. Each team will meet approximately once a month for 4 hours during the planning and recommendation stages. The consultant shall provide technical and data analysis assistance as well as presentation preparation for the team.

Phase IV

Application

The Sterling Award application shall be written in conjunction with the Core Sterling Team. Beginning in March 2008 and completing the application by the November 2008 deadline, the team shall meet 2 to 3 days per month to focus on each category. Updates of profile and new processes developed since the beginning of the project will be completed throughout the process to track cycles of improvements and trend data.

After submission of the application, the consultants shall prepare the employees for the site visit through a series of meetings at each location as required to ensure readiness for the site visit and deployment of processes not fully in place.

At the option of the County, subsequent surveys may be selected to determine the changes from the baseline and identify areas in need of improvement. It is recommended and included in this proposal that one additional survey be administered prior to the beginning of the application building to facilitate inclusion of those issues in the annual strategic planning process. Other surveys may be given at the end of first cycle of improvement teams. (not included in proposed cost).

Phase II Assessment October – December 2005	Core Sterling Team	410. hrs.	<ul style="list-style-type: none"> • Recommend and establish 6 core team members • Train core team and create Organizational Profile • Data collection and survey analysis • Category interviews with subject matter experts and core team representatives <ul style="list-style-type: none"> ○ Leadership ○ Strategic Planning ○ Customer Focus ○ Data and Knowledge Management ○ Human Resources and Training ○ Process Management • Prepare Reports and Analysis DELIVERABLE: Training for Core Team – 3 day course Monroe County Profile Survey Report Assessment Report by Category Prioritized List of Improvement Teams Report Presentations 3 hour meeting with Advisory Board Presentation to the Monroe County Board of County Commissioners
	Survey Data Analysis		
	Category Interviews/focus groups		
	Assessment Report		
Phase III Improvement Teams Jan. 2006 to Dec. 2008	Team Selection and Schedule		<ul style="list-style-type: none"> • Created after approval of Prioritized Improvement Teams • Facilitators from CCI will lead teams and teach the Knowledge Based Leadership methodology • Establish continuous review process with Leadership Team DELIVERABLE: Process Team Improvement Presentations Process Team Implementation Approvals by Advisory Board Process Team Implementation and Tracking Minimum of Quarterly Advisory Board Meetings Annual presentation to the Board of County Commissioners
	Knowledge Based Leadership Team Process		
Phase IV Apply for Award Aug. 2007 – March 2009	Re-assess progress to date	989 hrs.	<ul style="list-style-type: none"> • Re-survey (optional) - 120 extra hours • Update Category Progress from Phase II – 2 days • Update Profile – 1 day • Meet monthly (2 to 3 days) to build the application (March – September) • Meet weekly to finalize application - 10 days (October-November) • Prepare Monroe County for Site Visit at all locations and departments (2 hour meetings at TBD locations) DELIVERABLE: Sterling Application Staff Readiness Meetings Minimum of Quarterly Advisory Board Meetings Present Final Application to Board of County Commissioners
	Write Application		
	Prepare for Site Visit		

Financial Considerations

Phase	Estimated Hours	Estimated Total Cost	Estimated Due Date
II - Assessment	410	\$88,175.00	1/10/2006
III – Improvement Teams (implementation costs excluded)	For 12 Teams	\$227,200.00	12/31/2008
	Board Presentations (one per year)	\$3,000.00	
IV - Application	989	\$201,637.00	03/31/2009
Optional 2 nd Survey	120	\$ 22,500.00	09/30/2007
Estimated Maximum Cost with 12 process teams (implementation excluded)		\$537,512.00	

Estimated Fiscal Year Cost Breakdown (includes all travel and per diem costs and excludes any identified project implementation costs)

FY 2006 (6 teams) plus assessment	\$197,975.00
FY 2007 (6 Teams) and optional second survey	\$137,600.00
FY 2008	\$121,625.00
FY 2009	\$80,312.00
Each additional survey, if requested > 2	\$22,500.00

Carroll Consulting Inc is an approved vendor for the State of Florida, Agreement # **973001001** - Consulting Services for Management Skills. Services related to this agreement are identified under the Product/Service: Training, Quality Improvement Baldrige/Sterling Model of the State Agreement.

- The cost of "Knowledge Based Leadership" copy righted workbooks are \$75.00 per booklet as approved by the State of Florida Agreement.
- Payment shall be in accordance with the policies and procedures as adopted by Monroe County or as provided for by Florida Statutes.
- Carroll Consulting Inc is an approved minority vendor for the State of Florida (see certificate below).



Carroll Consulting Inc is designated as a certified Asian-American business, Certification is applicable when business is conducted consistent with this specialty(s).

973-290 EDUCATION & TRAINING CONSULTANT SERVICES 973-500 MANAGEMENT CONSULTANT SERVICES (NOT OTHERWISE LISTED)
973-655 PLANNING & BUDGETING, GOVERNMENT SVCS
973-685 QUALITY IMPROVEMENT CONSULTING
973-900 TRAINING SERVICES, OTHER, (AGENCY/DISTRICT NEEDS) 908-500 LEADERSHIP 908-650 PLANNING 908-670 PROBLEM SOLVING 908-850 TEAM LEADERSHIP 908-890 TOOLS 908-950 TRAINING NOT OTHERWISE CLASSIFIED 908-180 TRAINING, CUSTOMER RELATIONS, 908-660 TRAINING, PROFESSIONAL DEVELOPMENT, 908-700 TRAINING, QUALITY IMPROVEMENT, 908-800 TRAINING, SUPERVISORY & MANAGEMENT, 908-870 TRAINING, TEAM WORK, 906-230 CULTURAL CHANGE 906-500 LEADERSHIP 906-590 ORGANIZATIONAL STRUCTURE 906-650 PLANNING 906-670 PROBLEM SOLVING 906-850 TEAM LEADERSHIP 906-870 TEAMWORK 906-890 TOOLS 906-950 TRAINING NOT OTHERWISE CLASSIFIED 905-230 CULTURAL CHANGE 905-500 LEADERSHIP 905-590 ORGANIZATIONAL STRUCTURE 905-650 PLANNING 905-670 PROBLEM SOLVING 905-850 TEAM LEADERSHIP 905-870 TEAMWORK 905-890 TOOLS 905-950 TRAINING NOT OTHERWISE CLASSIFIED

Professional Qualifications:

Supplier Performance Review


Open Ratings**Dun & Bradstreet**

Date: 06/22/04


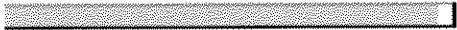







Supplier Performance Review™

D-U-N-S Number for this company: 17-180-1819

Open Ratings calculates supplier performance scores using a sophisticated algorithm that takes into account the amount of information available on a supplier, the recency of the information, and the accuracy of the raters. Ratings range from 0 to 100, however, this is not a percentile score.

Summary Performance Rating 96  Indicative of likely overall performance

SIC Level Quintile
 Bottom | | | | Top
 SIC: 8742/Management Consulting Services

Detailed Performance Ratings		0	25	50	75	100
RELIABILITY: How reliably do you think this company follows through on its commitments?	99					
COST: How closely did your final total costs correspond to your expectations at the beginning of the transaction?	97					
ORDER ACCURACY: How well do you think the product/service delivered matched your order specifications and quantity?	95					
DELIVERY/TIMELINESS: How satisfied do you feel about the timeliness of the product/service delivery?	95					
QUALITY: How satisfied do you feel about the quality of the product/service provided by this company?	96					
BUSINESS RELATIONS: How easy do you think this company is to do business with?	98					
PERSONNEL: How satisfied do you feel about the attitude, courtesy, and professionalism of this company's staff?	100					
CUSTOMER SUPPORT: How satisfied do you feel about the customer support you received from this company?	96					
RESPONSIVENESS: How responsive do you think this company was to information requests, issues, or problems that arose in the course of the transaction?	99					

Supplier Performance Review

Open Ratings**Dun & Bradstreet**

Date: 06/22/04

Supplier Performance Review™

D-U-N-S Number for this company: 17-180-1819

5. SUPPLIES SOURCED

The most recent feedback obtained on this supplier came from companies in the following industries.

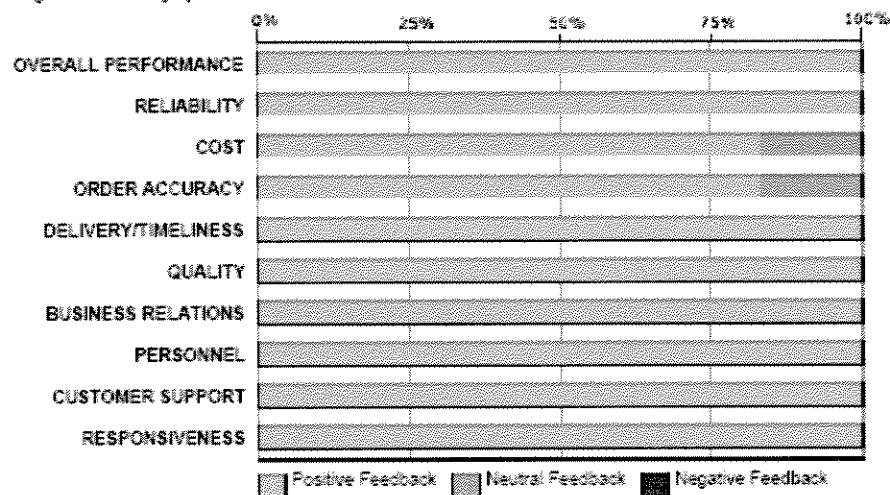
SIC/Line of Business:

- Unknown/not available
- 9111/Executive Offices
- 9311/Public Finance, Taxation, and Monetary Policy
- 9431/Administration of Public Health Programs

Number of surveys completed during the past 30 days is 6.

6. DISTRIBUTION OF FEEDBACK

This supplier's ratings were based in part on survey feedback from past customers. This chart provides a breakdown of the survey responses received from these raters. For each of the survey questions, the responses, which were provided on a 0 to 10 scale, are categorized as "positive" (9 to 10), "neutral" (5 to 8), or "negative" (0 to 4). The percentages of responses falling into each category are shown below.



Note: The supplier ratings set forth above represent the opinions of the surveyed customer references and not those of Open Ratings or Dun & Bradstreet. Some references may not have provided ratings for all performance aspects.

This report is provided under contract solely for use by the customer and a third party as designated by the customer. It is compiled from sources Open Ratings and D&B do not control and whose information, unless otherwise indicated in the report, has not been verified. In providing this report Open Ratings and D&B do not assume any part of the user's business risk, do not guarantee the accuracy, completeness or timeliness of the information and shall not be liable for any loss or injury resulting from reliance on this report or arising out of or caused, in whole or in part, by Open Ratings' or D&B's acts or omissions in preparing this report. This report may not be reproduced in whole or part in any manner whatsoever.

Contact Information

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President and Owner

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Carroll Consulting Inc
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Cell: 561-762-2218
georgettecarroll@bellsouth.net

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Cell: 561-714-8507
Llong47@aol.com

Period of Performance

The period of this contract is from October 1, 2005 through September 30, 2009

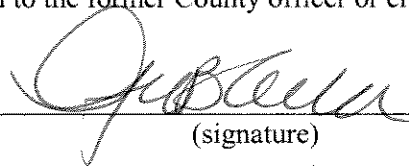
PUBLIC ENTITY CRIME STATEMENT

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list."

**LOBBYING AND CONFLICT OF INTEREST CLAUSE
SWORN STATEMENT UNDER ORDINANCE NO. 010-1990
MONROE COUNTY, FLORIDA**

ETHICS CLAUSE

Georgette B. Carroll of Carroll Consulting, Inc. warrants that he/it has not employed, retained or otherwise had act on his/its behalf any former County officer or employee in violation of Section 2 of Ordinance No. 10-1990 or any County officer or employee in violation of Section 3 of Ordinance No. 10-1990. For breach or violation of this provision the County may, in its discretion, terminate this contract without liability and may also, in its discretion, deduct from the contract or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former County officer or employee.


(signature)

Date: 10/11/05

STATE OF Florida

COUNTY OF Palm Beach

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Georgette B. Carroll who, after first being sworn by me, affixed his/her signature (name of individual signing) in the space provided above on this 11 day of October, 2005.


NOTARY PUBLIC

My commission expires: Aug 10 2008

OMB - MCP FORM #4



Garrett Anderson
Commission #DD345706
Expires: Aug 10, 2008
Bonded Thru
Atlantic Bonding Co., Inc.

CERTIFICATE OF INSURANCE

This certifies that

- ☐ STATE FARM FIRE AND CASUALTY COMPANY, Bloomington, Illinois
☐ STATE FARM GENERAL INSURANCE COMPANY, Bloomington, Illinois
☐ STATE FARM FIRE AND CASUALTY COMPANY, Scarborough, Ontario
☒ STATE FARM FLORIDA INSURANCE COMPANY, Winter Haven, Florida
☐ STATE FARM LLOYDS, Dallas, Texas

insures the following policyholder for the coverages indicated below:

Name of policyholder CARROLL, GEORGETTE DBA CARROLL CONSULTING SERVICES
 Address of policyholder 5051 STARLAZE DR GREENACRES CY FL 33463-5932
 Location of operations SAME
 Description of operations CONSULTING

The policies listed below have been issued to the policyholder for the policy periods shown. The insurance described in these policies is subject to all the terms, exclusions, and conditions of those policies. The limits of liability shown may have been reduced by any paid claims.

POLICY NUMBER	TYPE OF INSURANCE	POLICY PERIOD		LIMITS OF LIABILITY (at beginning of policy period)
		Effective Date	Expiration Date	
98-QN-8023-5 B	Comprehensive Business Liability	05/16/05	05/16/06	BODILY INJURY AND PROPERTY DAMAGE
This insurance includes:	<input type="checkbox"/> Products - Completed Operations			Each Occurrence \$ 1,000,000
	<input type="checkbox"/> Contractual Liability			General Aggregate \$ 2,000,000
	<input type="checkbox"/> Underground Hazard Coverage			Products - Completed Operations Aggregate \$
	<input type="checkbox"/> Personal Injury			
	<input type="checkbox"/> Advertising Injury			
	<input type="checkbox"/> Explosion Hazard Coverage			
	<input type="checkbox"/> Collapse Hazard Coverage			
	<input type="checkbox"/>			
	<input type="checkbox"/>			
	EXCESS LIABILITY	POLICY PERIOD		BODILY INJURY AND PROPERTY DAMAGE (Combined Single Limit)
	<input type="checkbox"/> Umbrella	Effective Date	Expiration Date	Each Occurrence \$
	<input type="checkbox"/> Other			Aggregate \$
	Workers' Compensation and Employers Liability			Part 1 STATUTORY Part 2 BODILY INJURY
				Each Accident \$ Disease Each Employee \$ Disease - Policy Limit \$
POLICY NUMBER	TYPE OF INSURANCE	POLICY PERIOD		LIMITS OF LIABILITY (at beginning of policy period)
		Effective Date	Expiration Date	

THE CERTIFICATE OF INSURANCE IS NOT A CONTRACT OF INSURANCE AND NEITHER AFFIRMATIVELY NOR NEGATIVELY AMENDS, EXTENDS OR ALTERS THE COVERAGE APPROVED BY ANY POLICY DESCRIBED HEREIN.

Name and Address of Certificate Holder

Monroe County as a co-insured on policies other than Worker's Compensation and Professional Liability

If any of the described policies are canceled before its expiration date, State Farm will try to mail a written notice to the certificate holder 30 days before cancellation. If however, we fail to mail such notice, no obligation or liability will be imposed on State Farm or its agents or representatives.

Signature of Authorized Representative

AGENT

Title

10/05/05

Date

Agent's Code Stamp

AFO Code E595